



U.S. AIR FORCE

Policy Letter

Digest

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Wings undergo major reorganization

by

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Air Force Print News*

The way Air Force wings are organized will undergo major changes beginning Oct. 1. Those changes include creation of a new maintenance group, restructuring support groups and reducing the taskings of operations groups.

Air Force Chief of Staff Gen. John P. Jumper directed April 22 that all Air Force active-duty, Reserve and Air National Guard wings adopt the new standard wing structure to enhance the service's warfighting capabilities.

"After careful deliberations with major command commanders, we reached a decision on a new wing organizational structure that standardizes operations across the Air Force and enhances our expeditionary capabilities," General Jumper said.

The five major changes involved in the standard wing concept include:

- All aircraft and space maintenance specialists currently assigned to operations and logistics groups will be reassigned to a newly created maintenance group.
- Supply and transportation squadrons will be combined to form logistics readiness squadrons.
- Contracting squadrons, aerial ports and logistics readiness squadrons will transfer into existing support groups, which will be renamed "mission support group."
- Logistics plans functions will transfer to the newly created logistics readiness squadrons.
- The logistics readiness officer career field initiative, which combines three officer career fields — supply, transportation and logistics plans — has new accessions beginning this month.

"My vision is that the groups in our wings will focus on their essential core capabilities," General Jumper said.

"Operation of air and space weapons systems is a core competency of the U.S. Air Force," General Jumper said. "Operations group activities focus on planning and executing air and space power. Commanders of operations groups are charged with leading their units in combat.

"They will continue to be considered leaders and role models in the tactical employment of their weapons systems," he said.

"The Air Force has also recognized the emerging necessity to more closely integrate tactical skills with execution at the operational level of war. Commanders of operations groups will be increasingly involved in planning and training for the operational level of war.

"Maintenance of air and space weapons systems is (also) a core competency of the U.S. Air Force," General Jumper said. "Aging fleets and years of resource shortfalls require increased attention to the balance of sortie production and health of our fleets. This requires career maintenance professionals able to develop the same level of skill and proficiency demanded of our operations, logistics and medical professionals.

"Mission support, in the expeditionary, rapid reaction, contingency-based Air Force of today is (another) core competency," he said. "The Air Force will develop a career path for commanders who understand the full scope of home station employment and sustainment, and deployment, beddown and sustainment at contingency locations: crisis actions, force protection, unit type code preparation, load planning, contracting actions, bare base and tent city preparation, munitions site planning, personnel readiness expeditionary combat support, etc."

Medical groups, General Jumper said, will continue to focus on maintaining a fit and ready

Warfighting integration directorate opens

force. There will be no change to the structure of medical groups.

General Jumper set Sept. 30, 2003, as the target date to achieve full operational capability.

The Air Force's transformation efforts have led to a reorganization of its command, control and communications activities, including the creation of a new headquarters Air Force office and the loss of another.

Deputy Chief of Staff for Warfighting Integration, or AF/XI, stood up April 29 with Lt. Gen. Leslie F. Kenne at the helm.

"The integration of command and control and intelligence, surveillance and reconnaissance capabilities and their supporting communications infrastructure is key to transforming how the Air Force conducts joint and combined operations on a global basis," General Kenne said. "The integration of these capabilities to support commanders is the focus of this new organization."

The new office's mission will be to streamline the way the Air Force finds, tracks, assesses and engages targets by integrating manned, unmanned and space systems. That will enhance the Air Force's ability to work closely with forces of the other services, and boost its contributions to national defense as well, said Secretary of the Air Force Dr. James G. Roche.

"These changes will best posture the Air Force to enhance our contribution to national security by exploiting the synergies within command and control, communications and computers, and intelligence, surveillance and reconnaissance capabilities," Secretary Roche said.

"The secretary of defense has charged us with the task of working effectively together to execute our joint responsibilities to provide global reconnaissance and strike capabilities for this nation," he said.

The new organization will effectively merge many of the key abilities of Air Force warfighters, said Air Force Chief of Staff Gen. John P. Jumper.

"Successful operations depend on modernized air and space capabilities to quickly

"I fully understand the magnitude of these changes," he said. "The goal is to achieve a more capable Air Force with professionals who understand and are capable of meeting our ever-increasing complex mission."

find, fix, track and attack targets," General Jumper said.

"I have explicitly charged the new AF/XI to close the seams in this kill chain by integrating manned, unmanned and space systems, thereby enabling commanders to create desired effects in the battlespace," he said.

The office of the deputy chief of staff for communications and information, or AF/SC, was disestablished the same day, with a major portion of its responsibilities and resources going to AF/XI.

AF/XI is the "senior communicator" for the Air Force, according to Air Force officials, and represents the Air Force on communications matters to external agencies.

However, AF/XI's focus will be on working warfighting integration.

The remainder of AF/SC transferred to the newly formed directorate of communication operations, AF/ILC, under the deputy chief of staff for installations and logistics.

AF/ILC's mission includes developing policies and procedures for daily communication operations and maintenance, while ensuring the communications and information community is trained, organized and equipped for full-spectrum operations.

AF/ILC will act as the air staff's directorate for crisis response and contingency operations, and will focus on day-to-day operations of the communications and information systems.

The directorate of command and control was also disestablished, with key responsibilities also moving to AF/XI.

Other changes resulting from the reorganization include:

- The Air Force Pentagon Communications Agency became a field operating agency under AF/ILC;
- The Air Force Communications

Agency, Air Force Frequency Management Agency, and the Air Force Agency for Modeling and Simulation all became FOAs under AF/XI; and

- The Air Force Command and Control and Intelligence, Surveillance and

Reconnaissance Center at Langley Air Force Base, Va., except for selected elements, became a FOA under AF/XI.

The Warrior Schoolhouse at Hurlburt Field, Fla., and the UAV Battle Lab remain aligned with Air Combat Command.

Task force benefits warfighters

*by
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Air Force Print News*

Air Force officials in the Pentagon began a comprehensive campaign named Task Force Enduring Look to collect data from Operation Enduring Freedom, and turn that knowledge into lessons learned to benefit the warfighter.

This near real-time collection, analysis and distribution of information is a departure from studies of previous wars, operations and contingencies, said Col. James P. Hunt, task force director.

“It was years after the end of World War II before a study was conducted on the bombing campaigns over Europe and Japan,” Colonel Hunt said. “Those studies focused mainly on the effectiveness of the weapons and not on lessons learned.”

Long periods of time also elapsed between the end of the wars in Korea, Vietnam and Operation Desert Storm, and availability of studies done on those wars, he said.

The Air Force reduced the length of time between the end of Operation Allied Force and the availability of the “Air War Over Serbia Reports” to less than 18 months. The Serbia reports also differed from previous reports in that it provided lessons learned, and the analysis of these lessons have been instrumental in shaping current Air Force doctrine, Colonel Hunt said.

“Taking this one step farther, the (Air Force Chief of Staff Gen. John P. Jumper) wanted to collect lessons learned from Operation Enduring Freedom, but instead of

waiting 18 months, he wanted it to be done and made available throughout the current operation,” Colonel Hunt said.

This near real-time look at Operation Enduring Freedom is a large undertaking for the task force team members, he said.

The team will visit most of the major commands to conduct interviews with key personnel; collect information from more than 350 global sites encompassing all operations, functional areas and services; and read and analyze every briefing, air tasking order, mission report and situation report published.

“The biggest obstacle (team members) will have to overcome is collecting data just for the sake of having data,” Colonel Hunt said. “It’s one thing to have data. The key is remaining focused on turning it into something beneficial to the warfighter.”

Colonel Hunt said he sees this as an opportunity to conduct an honest self-inspection of how the Air Force is doing. “We must evaluate not only what we’ve done right, but also what could’ve been done better, and then find ways to improve on both. It’s our responsibility to make sure that the Air Force as a whole, its senior leaders and the public don’t take away the wrong lessons,” he said. “We have to put the data collected into perspective because this war is different from other wars we’ve fought or likely will fight.

“By being proactive in gathering, analyzing and distributing valuable and hard-learned lessons, we’re ensuring they don’t get lost or forgotten, and have to be relearned,” he said.

Office reviews Expeditionary Aerospace Force issues

A new office established in the Pentagon will address the challenges of institutionalizing the Expeditionary Aerospace Force.

The Office of Special Assistant for Expeditionary Aerospace Force Matters began operating in March and has a one-year charter — to gather all EAF issues and

determine what has been done to fix them.

Once the office has developed a data baseline, root causes for the issues will be investigated.

Ultimately, clear EAF policy and guidance will be developed and published, Air Force officials said.

“The vice chief of staff (Gen. Robert H. Foglesong) chartered us to make sure our people, and the people we support, understand the EAF and the Aerospace Expeditionary Force and its benefits,” said Col. Lori Hill, the office’s director of staff.

General Foglesong made the decision to establish the office after meeting with the vice commanders of major commands.

The EAF construct is the Air Force’s vision for the 21st century — to organize, train and equip Air Force people to deploy ready forces for contingency operations, while remaining ready to meet national crises.

Officials also believe the EAF helps create a mindset and culture that embraces the unique characteristics of Air and Space power — range, speed, flexibility and precision.

“There are a lot of people working EAF issues throughout the Air Force,” Colonel Hill said. “We are trying to find out who’s working what in little pockets and bring them all together. Then we want to have all of our tasks

organized into short-term, mid-term and long-term time frames.”

The plan is for short-term tasks to be completed in a year, mid-term term tasks in two to five years and long-term projects in five years or more.

It is important to note the EAF office does not replace any of the functions of the AEF Center at Langley Air Force Base, Va., which is responsible for scheduling the AEFs, Colonel Hill said.

“EAF is a way of life for the Air Force, and it’s going to continue,” Colonel Hill said. “Come March 1, 2003 (when the office closes), EAF is not going to go away. We want to have a game plan and a road ahead for the people that are going to pick up after we are gone.

“The EAF/AEF construct is solid — it provides predictability. It may need tweaking here and there now that we are into our third cycle and going into our fourth cycle, but the basic construct is solid,” she said.

Review leads to report change

A review of reporting procedures for readiness spares packages in the monthly Status of Resources and Training System, or SORTS, led to a January change of policy for reporting those packages.

The review team recommended using the aircraft availability method for all aircraft, except strategic airlift, and to update the SORTS criteria to support new fighter direct support objectives and the small units more prevalent in today’s Expeditionary Air Force environment.

The new policy improves the tracking of spares shortfalls, helping inventory managers isolate, anticipate and fix readiness drivers that degrade combat capability.

Readiness spares packages are air transportable and include spares, repair parts and related maintenance supplies required to sustain a weapon system for the initial period of a contingency. There are two categories of the packages. One supports deployed operations and the other supports units that operate at home station during contingencies, but at a higher level of activity.

The packages had been assessed since 1988 using the Dyna-METRIC Microcomputer

Analysis System. This tool applies on-hand assets in the spares packages to determine how well the packages would support a planned contingency flying operation.

The system produces two measures of readiness: one based on sorties generated and one based on aircraft availability. The sortie generation option determines the percentage of sorties achievable against the required number of sorties.

The aircraft availability option determines the number of fully mission-capable aircraft available at the end of the assessment period against a required number of fully mission-capable mission aircraft. Through the end of last year, units could use either the sorties generated or aircraft availability methods for SORTS reporting. Sorties generated option was the method of choice.

Supply analysts conducted a series of four analyses from September 2000 to July 2001 to compare the sorties generated and aircraft availability methods. The analyses showed that the aircraft availability method yielded a result that was much more consistent with the health of the readiness spares packages. More importantly, the aircraft availability

method was more effective at highlighting problem parts, allowing Air Force Materiel Command to better focus corrective actions.

Basing spares packages readiness on a minimum number of fully mission-capable aircraft also made solid operational sense in terms of force packaging.

Floors on the number of these aircraft can

be set in the SORTS table to ensure the availability of enough aircraft for force packaging.

Retaining the sorties generated method for strategic airlift complements the operational goal of flying hours achievable and aircraft availability for force packaging is not an issue for strategic airlift.

Homeland security director assumes command

Brig. Gen. David E. Clary assumed leadership of the Air Force's homeland security directorate at the Pentagon on March 28.

General Clary had previously served as commander of the 51st Fighter Wing, Osan Air Base, South Korea.

The directorate was activated Jan. 2 and falls under the deputy chief of staff for air and space operations.

In calling for the creation of the homeland security directorate, Air Force Chief of Staff Gen. John P. Jumper is assigning responsibility for Air Force policy and guidance on homeland security to a central office, General Clary said.

"The responsibilities of this office will be to develop policy and guidance and to participate in the development of doctrine for homeland security," General Clary said. "There's a growing interagency out there, and General Jumper is looking for us to communicate Air Force interests, issues, concerns and capabilities with regard to homeland security."

This widening interagency encompasses organizations such as the Office of Homeland Security directed by Tom Ridge, and the Office of the Secretary of Defense homeland security office, scheduled to begin operating June 30.

A new joint command — Northern Command — is being established as well.

"We will be the air staff liaison with these folks," General Clary said.

General Clary's office will also support homeland security planning and budgeting within the Air Force, and will interface with major commands.

He said he is looking forward to being the air staff's advocate for warriors in the field who are in the business of homeland security.

The Air Force "can be a decisive Department of Defense lead and/or an important supporter in preventing, protecting against and responding to any acts of aggression that threaten the security of the United States," General Clary said.

Revised plan establishes new command

Secretary of Defense Donald H. Rumsfeld and Chairman of the Joint Chiefs of Staff Gen. Richard B. Myers announced changes April 17 to the Unified Command Plan that establishes the missions and geographic responsibilities for combatant commanders.

The revised plan creates a new combatant command, U.S. Northern Command, and assigns it the mission of defending the United States and supporting the full range of military assistance to civil authorities.

The revision also shifts U.S. Joint Forces Command's geographic area of responsibility to the U.S. Northern Command and U.S. European Command.

This enables U.S. Joint Forces Command

to focus on transforming U.S. military forces.

Effective Oct. 1, the plan also designates geographic areas of responsibilities for all combatant commanders and assigns them responsibility for security cooperation and military coordination with all countries in the region.

U.S. Northern Command's area of responsibility will include the continental United States, Canada, Mexico and portions of the Caribbean region. While Alaska will be included in this assignment, Alaskan Command forces will remain assigned to U.S. Pacific Command.

The commander of U.S. Northern Command will also be responsible for security

cooperation and military coordination with Canada and Mexico.

Russia and the Caspian Sea will be included in the area of responsibility assigned to U.S. European Command; however U.S. Pacific Command will retain responsibilities for certain activities in eastern Russia.

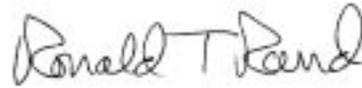
Antarctica will be included in the area of responsibility assigned to U.S. Pacific Command.

Title 10 of The U.S. Code requires the chairman of the Joint Chiefs of Staff to review — not less than every two years — the missions and responsibilities (including geographic boundaries) of each combatant

command. He then recommends to the president, through the secretary of defense, any necessary changes. The current unified command plan was approved in September 1999.

The events of Sept. 11 and the ensuing war on terrorism, as well as the new defense strategy outlined in the 2001 Quadrennial Defense Review, highlighted the requirement to further adjust the plan.

The Unified Command Plan provides guidance to all combatant commanders, establishes their missions and responsibilities, and delineates the general geographic area of responsibility for combatant commanders.



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Director of Public Affairs

QUOTABLE QUOTE

“For the first time in the history of war, this country has fought in a land-locked area where every single thing going in and coming out has gone by air. Food, water, ammunition and troops were all transported by air, and that’s really incredible.”

Dr. James G. Roche, secretary of the Air Force

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